Managing Your Career Correctly

(Academic Survival 101: Crossing the Chasm)



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Curriculum Vitae

Stefanie N. Vogel, Ph.D.

Birthplace: Washington, D.C.

Married: Richard L. Vogel, Jr.

Children: Sarah (1983) and Andrew (1988)

1972: B.S., Univ. of Maryland, College Park

1972-1974: Walter Reed Army Institute of Research,

Dept. of Viral Diseases (technician)

1977: Ph.D., Univ. of Maryland, College Park (Bob S. Roberson)

1977: NIH; Post-doctoral fellow

(David Rosenstreich; Joost Oppenheim)

1980: Uniformed Services University of the Health Sciences

(Randall K. Holmes)

*First NIH R01 funded 4/1/82 (now my MERIT award)

2002-present: Univ. of Maryland, Baltimore, School of Medicine

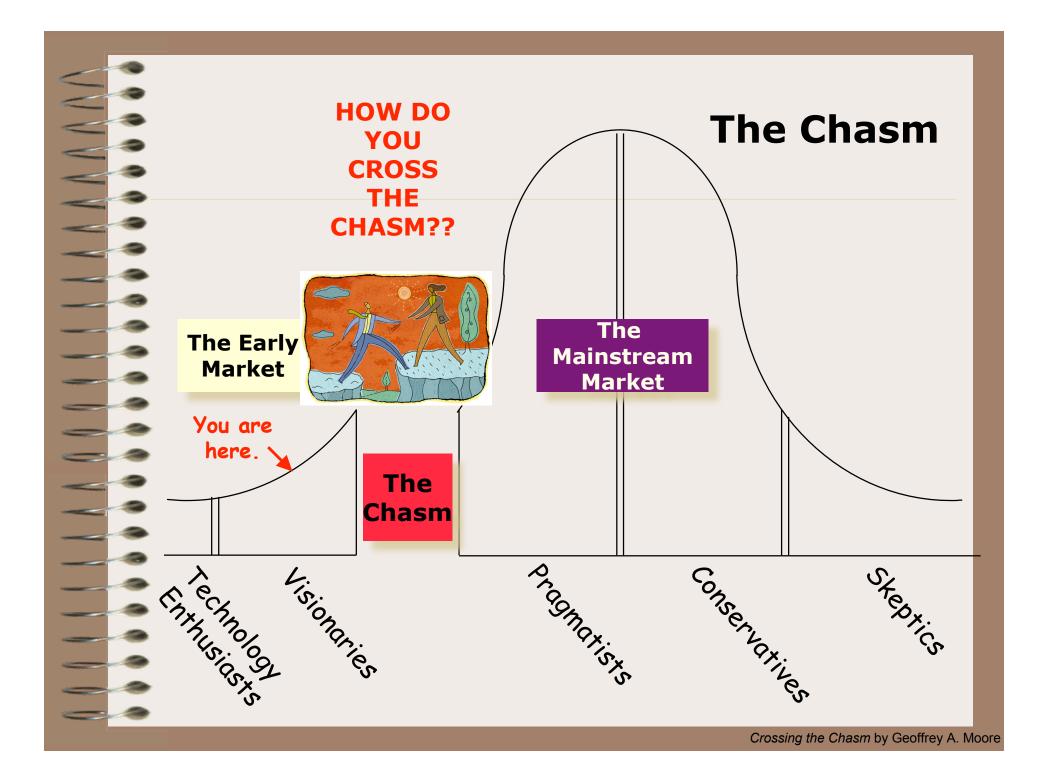
True Story

Teacher:

Sarah, what does your mommy do?

Sarah Vogel (age 6):

Mommy shoots mice and begs for money.



The Original Mentor:

In the Odyssey, Ulysses entrusted the care and education of his children to his friend, Mentor, while he was at war.

A Modern Definition:

Experienced and trusted advisor or teacher who oversees career development of the mentee.

Why Do We Need Mentors?

Modern medicine (academic or otherwise) requires many skills not taught as part of your formal education.

- -Grantsmanship
- -Management
- Business and Financial Administration
- -Politics
- -Social skills

The Ideal Mentor

- Knowledgeable
- Available
- Approachable
- Creative
- Not threatened
- Not predatory
- Can remain detached



Humor doesn't hurt one bit!

The Ideal Mentee

- Has promise as a specialist
- Maintains professional relationship
- Appreciates Mentor's efforts
- Respectful of advice, even if disagrees
- Open and forthcoming
- Not dependent

Mentoring Scenarios

- Introduce to the campus and its faculty
- Reveal the intricacies of infrastructure and politics
- Fend off the wolves
- Keep focused; prioritize
- Deal with funding agencies
- Identify any weaknesses
- Help to establish independence of Mentee

BAD MENTORING

Starts out well.

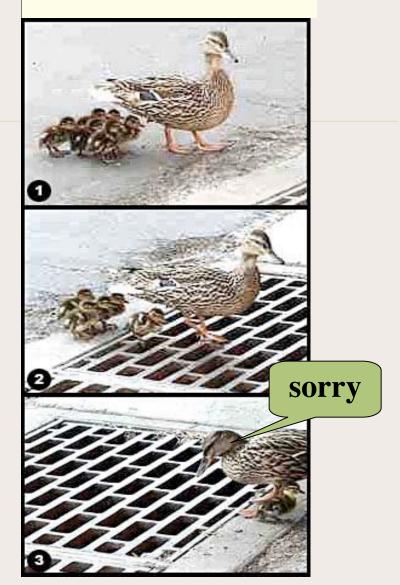
"Follow me.

That's right."

"Uh, oh."

Monitor, monitor, monitor.

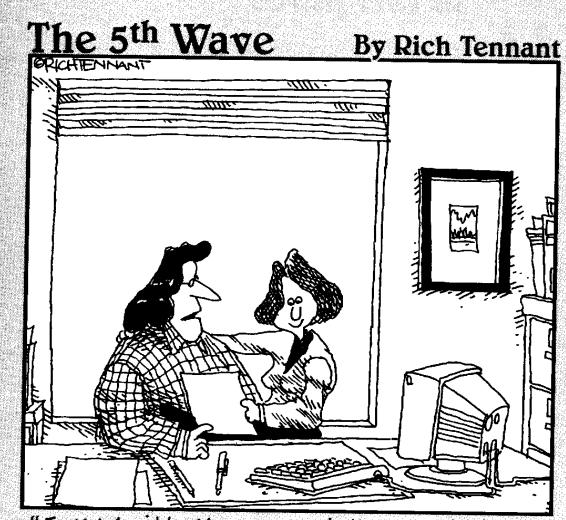
Benchmarks at regular intervals.



LESSONS LEARNED FROM MY MENTORS

- 1. Be gentle; listen carefully; consider redefining your scientific niche. (BSR)
- 2. "You have to give information to get information." BE GENEROUS!; the power of writing clearly (DLR)
- 3. When you hear, "So what?," it's not personal it means you have not explained WHY your experiment is important make the reason clear!

 Look for unexpected connections. (JJO)
- **4.** Scientific integrity is everything; know the rules and follow them; run your lab like a business. (RKH)



"I think it's time we cut the mentoring umbilical cord, Stacey."

LEARNING TO JUGGLE IS KEY!



STRATEGIES FOR ACADEMIC JUGGLING

- 1. Attend "New Faculty" orientation --What can they do for you?
- 2. Stay below the radar; DO NOT get sucked into committees that eat your time (e.g., IACUC, admissions); Learn to say, "No."

"Everyone makes lists of things to do; what you really need is a "don't do" or "stop doing" list."

Good to Great, Collins

- **3.** Set measurable goals for yourself; evaluate yourself at the end of a year.
- 4. Identify faculty in your department who can help you -- work with them; are your goals too high/low?

STRATEGIES FOR SUCCESS IN RESEARCH

- Diversify funding agencies, e.g., NIH, NSF, DOD, etc.; foundations that are diseasespecific
- 2. BE NICE TO EVERYONE! Corollary: BE GENEROUS! Read others' grants, papers and provide thoughtful, critiques think about how you feel when you get a rotten review.
- 3. Look for new collaborators; meet with every faculty member in your department and seminar speakers who come to visit. Figure out how YOU might fit in.
- 4. Get to know your Program Officer! Treat him/her like a scientific colleague. Progress reports are very important documents.

STRATEGIES FOR SUCCESS IN RESEARCH (cont'd.)

- 5. Meticulous record keeping; "bank" samples for later use; keep an "IDEAS" file
- (NOT AT THE EXPENSE OF YOUR IDENTITY); e.g., identify clinicians with access to human samples that you may be able to assay to confirm something you have shown in mice (apply to human disease)
- 7. Find multi-disciplinary forums

BE PROACTIVE – NO ONE IS GOING TO COME TO YOU!

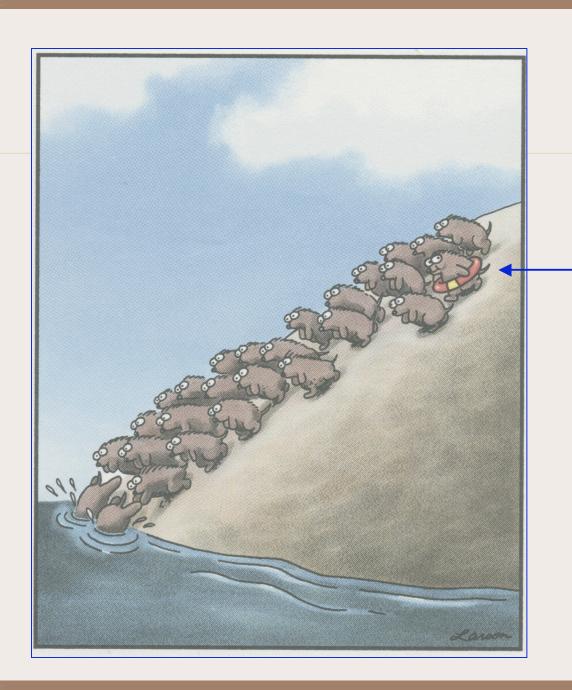
BUSINESS 101 FOR RESEARCHERS

- 1. Meticulous record keeping; save copies of all work-related mail/E-mails (NO E-MAIL BOMBS!!)
- 2. Run your lab like a small business -- know all aspects of it; you have to market yourself and your product; HR issues; How is accounting handled?
- 3. Know the rules! Follow them! (No mulligans)
- **4.** Check the accounting records!!!

 Squirrel away allowable carryover; buy in bulk (combine purchases with larger labs); take advantage of other labs' throwaways.

Vogel's Corollary to Murphy's Law:

If it seems simple and makes sense, you've probably overlooked something!



You want to be THIS GUY!

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